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MEMORANDUM FOR: Colonel White

1. The accompanying file contains reports of exit interviews conducted by the Military Personnel Division. Based on my examination of these reports, I have made the following observations:

a. On the whole it could not be said that the Agency was doing a good job in making military personnel, particularly officers, feel that CIA was providing worthwhile assignments. Frequently, the complaint is made that there is little, if anything, to occupy their time.

b. Pervasive among enlisted men is the feeling that promotions proceed at a slower pace than those processed for personnel remaining in a military assignment.

c. Numerous enlisted personnel who served in [] commented on misassignment and malutilization--mechanics become clerks, typists become truck drivers, truck drivers become supply sergeants, and chemists find themselves performing as fulltime mimeograph operators. These comments from so many departing personnel cover a sufficient span of time to preclude the possibility that a particular group of men had gotten together to compare notes and based their comments on such consultation.

d. [] the military personnel officer apparently assigned to [] is singled out often enough for criticism to warrant asking the question as to whether he is not doing considerable damage to morale among enlisted personnel. [] is serving under the control of the [] and does not report to the Military Personnel Division.

2. I believe that the practice of assigning people on a haphazard basis to jobs which are wholly out of their line of specialized preparation, whether truck drivers, accountants, chemists, or mechanics, tends to destroy morale. I think this is particularly the case among military personnel because the armed forces have emphasized classification and assignment procedures and have, in recent years, publicized the development of career fields for military personnel. Misassignments are, of course, frequently unavoidable, but to operate this way as a regular continuing practice should be stopped. The fact that complaints of this type can be pinpointed largely to a single area [] suggests that through conscientious effort grievances regarding such indifferent placement can be obviated. To ignore such placement efforts gives military personnel (whether career or persons who return to civilian life) the impression that their assignments in the Agency have contributed little to their personal advancement. Some months ago the Classification and Wage

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Division team which had been sent to the [] commented on the fact that the assignment of civilians followed about the same pattern in that area.

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3. To me, the really serious conclusion to be drawn from this is that the Personnel Office itself has little impact upon the operating personnel in the field in terms of obtaining an awareness of what constitutes sound personnel management. In part, I am convinced that this comes from an inability to get Personnel to see clearly that true personnel work takes place not in the Personnel Office but in the character of the day-to-day relations between an operating supervisor and his employee. Until this point becomes a matter of conviction, there is lacking the motivation for Personnel to infiltrate the operating offices through a good staff approach.

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